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LABOR

TRADE INDUSTRY PAY REFORMS DESIGNED TO IMPROVE SERVICE

Moscow EKONOMICHESKAYA GAZETA in Russian No 19, May 81 p 18

[Article by Doctor of Economic Sciences Ya. Danilov, a member of the Collegium of the USSR Ministry of Trade: "How are Workers in the Trade Industries Compensated?"]

[Text] As is known, the wages of workers in our nonproductive branches of industry were increased during the five-year plan period just past, this in keeping with our social program. The wages of workers in the trade industries were increased on the average of 21 percent. Along with this, some basic changes were made in this wage payment. The main change made was that of differentiated wage payments based on the complexity and difficulty of labor.

Provided for also are wage payments of up to 30 percent of scale for combination of professions (duties), for expanding the zone of services or for increasing the volume of work performed. Those workers who, together with their basic duties, are temporarily fulfilling the obligations of absent workers may be paid up to 50 percent of the wage scale of the person whom they are replacing.

We should add here the permission which was granted to divide the working day in our trade industries into two shifts (which makes things more convenient for the buyer). For time worked on such a schedule, additional payment is made of up to 30 percent of tariff scale (wages) or of piece-rate earnings.

Adoption by our trade industries of measures for improving the payment of labor facilitated the conditional release of over 100,000 workers within the system of the USSR Ministry of Trade.

At the beginning of this year, new Typical Regulations on Awarding Bonuses to Trade and Public Dining Facility Workers were introduced. These are directed towards increasing the productivity of labor, improving the quality of service provided buyers, at decreasing the loss of products in storage, and at economizing on our labor resources.

In conformity with these regulations, the awarding of bonuses to workers on the wholesale side of our trade industries has been linked to fulfillment of plans for the quantitative delivery of goods to stores, on schedule and in the assortment agreed to by contract. Bonuses paid workers in the retail trades are tied in with the observation of rules as to the assortment and sufficiency of available goods.

In the event of delivery of poor-quality products to our trade outlets, those persons directly responsible will be denied their bonuses completely, while those responsible for the storage of those products and for their quality will lose either all or part of their bonuses.

Quality Should Be Our Guide

Over recent years, a system for guiding the quality of labor (SUKT) has been widely disseminated in our trade industries. It facilitates an increase in productivity and an improvement in the quality of service being provided the buyers. One can be convinced of this by examining the work experience, for example, of the Leningrad "Yuzhnyy" Self-Service Store (Universam), where the SUKT system has been in operation for two years now.

Through advance orders, the self-service store serves 16 enterprises, conducts conferences with buyers, holds product displays and meetings with industrial workers. Due to the fact that the SUKT system assists us in the timely detection and consideration of even the slightest work omissions and shortcomings, errors which could not previously be detected and kept in mind in summing up the results of competitions and in awarding bonuses, there has been an increase in the objectivity with which the quality of work of every worker has been judged. This, naturally, produces good results.

Last year, the merchandise turnover per individual "Yuzhnyy" Self-Service Store worker was one-third higher than it was per worker at the "Gastronom" Trade Firm, to which this store is subordinate. The store's workers were awarded the challenge red banner of the CPSU Central Committee, of the Council of Ministers USSR, of the All-Union Central Council of Trade Unions and of the Komsomol Central Committee.

Now being broadly used in our retail-trade outlets is a system of piece-rate work payments, a system to which about one-half of our workers has already been transferred. As a rule, there has been an increase in labor productivity and in earnings for these piece-rate workers.

Most wide-spread is our collective (brigade) piece-rate system, to which form of payment more than 85 percent of all our workers have been transferred. Now the organization of separate brigades of sales personnel, controllers-cashiers, auxiliary workers, etc. is being practiced in our large stores. In smaller stores, all workers are included in such brigades.

Unfortunately, this system does not produce good results everywhere. Often, piece-rate earnings are derived not from the over-fulfillment of plans for the turnover of merchandise but as the result of the lack of a full complement of workers, which worsens the quality of service and which increases the amount of the time lost by our customers.

The public dining component of the USSR Ministry of Trade has about 750,000 persons (48 percent of all workers) on the piece-rate payment system. Widest in dissemination is the system of collective piece-rate pay based on evaluations of 100 rubles of intrinsic products manufactured (or of merchandise turnover). More than the periodic bonus payment system, this form of labor payment creates the material stimulus for increasing the output of products made by dint of one's own efforts, however, even this sytem has its shortcomings, the main one being that of the material interest of public dining facility workers in the production of more expensive and less labor-consuming dishes.

More preferable in the payment of labor based on natural (not cost) indicators, with a labor-consumption coefficient figured in. This provides us with the opportunity of paying for the work of a cook, for the actual quality and quantity of that cook's work, and does facilitate an expansion of food assortment.

Within the North Kazakhstan Trade Administration, for example, at public dining system enterprises employing this pay rate system, labor productivity is almost 10 percent higher than that of piece-rate workers who are paid at the rate of 100 rubles of intrinsic production and there is a wider assortment of food produced.

At public dining enterprises under the second Zaporozh'ye Dining Room Trust, piece-rate payment for kitchen workers in accordance with indicated time norms and pay rates has resulted in an increase in the production of less expensive food courses made from potatoes, vegetables and flour. The preparation of vegetables has increased by 16.5 percent, that of flour by 19 percent, while the production of pastry has expanded by 12 percent. Merchandise turnover as a whole for the trust has increased.

In Accordance With Set Standards

Right now, the work of 14 percent of our piece-rate people is being paid in accordance with pay norms and rates based on natural indicators. We intend to expand this type of wage payment even further.

As is known, the piece-rate pay system can be successfully expanded and made to produce positive results only through the good organization of labor standardization. In our trade industries we have discussed this question for quite a long time. The Ministry of Trade USSR has adopted the following basic directives as regards the setting of labor norms.

For sales personnel, cashiers, controllers-cashiers, waiters and other categories of workers engaged in serving the populace, as well as for administrative, engineering-technical and white-collar workers, quantitative norms are being worked out. Right now, such norms are being applied to 91 percent of the workers of self-service food stores, to 94 percent of the work of non-food stores, and to 60 percent of public dining facility workers. In addition to this, use is being made of time and rate norms to pay for the labor of packagers, dining room complex brigades at industrial enterprises, etc. During the 10th Five-Year Plan period the norm of workers whose labor was standardized increased five times. At the beginning of this year, this group consisted of 1.8 million people.

Have we considered all new wage payment conditions? I do not think so.

What is taking place at the present time in our trade industries is a concentration of management through the creation of large trade organizations. As is well known, the official pay of managerial workers connected with wholesale trade offices and bases and trade organizations depends upon the volume of merchandise turnover. In conformity with this, wage pay groups have now been defined.

In our opinion, it might be expedient to increase by 10 to 15 percent the official pay of managerial workers connected with large trade and public dining organizations, as well as with wholesale trade enterprises and organizations, organizations whose merchandise turnover volume is more than double that of enterprises and organizations belonging to the first group.

There is a need also to do some pondering over the economic basis of pay rate parameters for bookkeepers, senior bookkeepers, warehousemen, senior warehousemen, as well as for the heads of wholesale trade warehouses, diploma-holding senior sales personnel, economists and engineers. It is frequently the case that all these specialists have graduated from one and the same higher educational institution, and while the work volume of a bookkeeper and his responsibilities are no less than that of an economist and sales person, their pay is different. What this has led to in practice is that bookkeepers who have graduated from higher and secondary specialized educational institutions strive to transfer over to the job of economist or sales person. So, instead of an experienced and literate specialist, the people whom you frequently have doing bookkeeping work are of very little competence in this field.

It might be wise also to do some thinking about this. Right now, the majority of non-food stores and a considerable proportion of our food stores are not open on Sunday. This has been done in order to give women (who comprise 8 out of 10 workers) the opportunity to be together with their families during the holidays and, by so doing, to reduce personnel turnover. However, a considerable proportion of non-food stores are now open and will continue to be open on days which have been designated as holidays for others. We would suppose that there is some thought being devoted to compensating the workers of such stores for working on those days.

Finally, this one further matter. Personnel turnover in our trade industries is being reduced but the rate of that turnover is still too big: every year, about 1.5 million people leave our trade industries. One would think that rewarding people for many years of conscientious work in our trade industries would promote the retention of cadres in this important branch of our national economy.

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LABOR

BREACHES OF WORK DISCIPLINE SEEN AS SERIOUS PROBLEM

Novosibirsk EKONOMIKA I ORGANIZATSIYA PROMYSHLENNOGO PROIZVODSTVA in Russian
No 5, May 81 pp 65-79

[Article by M. Ya. Sonin, professor, doctor of economic sciences, Economics Institute of USSR Academy of Sciences, Moscow: "Notes on Work Discipline"]

[Text] The 26th party congress pointed up the need to achieve a substantial improvement of work discipline, order and the level of organization in production as an indispensable condition for successful fulfillment of plans for economic and social development and for a further rise in the prosperity of the Soviet people. The task has been set of ensuring full and optimum use of work time in every field of production and in the service sphere. Provision was made for broader use of the forms for exerting a financial and moral influence on those who violate discipline and for determined elimination of cases of a conciliatory and liberal attitude toward them.

Performance of these tasks necessitates a careful analysis of the ways and means of strengthening work discipline.

Work discipline requires of all participants in production strict adherence to the established work schedule, the times for the beginning and end of the workday, the scheduled meal breaks, as well as unconditional performance of all the duties, orders and instructions which the worker receives from supervisory personnel. Technological discipline dictates precise observance of the operating regimes required by the technology, a certain sequence in the performance of production operations, procedures and methods of processing materials and assembling the finished products. Production discipline requires strict observance of production assignments, observance of the rules of workplace health and safety, and punctual delivery of blueprints, flowcharts, materials and tools to workers.

But the definitions just given are rather formal. The main feature that distinguishes socialist work discipline lies in regarding one's work as work for oneself, for one's society, by contrast with work for exploiters. As V. I. Lenin noted, socialist work discipline is built on collectivism and comradely cooperation, on mutual respect and trust in both directions between the collective and each of its members, and on independence and initiative in the work process.

Socialist work discipline is above all a man's exactingness toward himself, the everyday standard he personally adopts in his attitude toward work as the basis of his life and the life of society.

V. I. Lenin pointed out that inculcating conscious voluntary discipline is a lengthy process which requires a large strain on energies and will take an entire period of history. That is why a set of measures, including administrative coercion and social pressure, needs to be used toward those whose level of consciousness is not high enough.

There have been many disputes over the issue of the criterion of work discipline. The most universal criterion is the use of work time, which, as K. Marx defined it, is the living quantitative existence of labor and the immanent measure of that existence. Given a certain quality of performance of work functions, it characterizes with the greatest reliability the level and dynamic variation of the work discipline of the individual worker, of the production collective and of the aggregate worker.

It is best to begin a description of discipline at the work station and then to examine the section, the shop, the enterprise, the industry or sector, and the national economy as a whole. In all segments of the national economy statistical records are kept on live labor according to the indicators of work time, but a system of indicators of work discipline and a method of determining them have yet to be worked out, though this is not so simple.

Types of Breaches and the Motives Behind Them

It is important to the adoption of practical measures that we first clarify the types of breaches of discipline and the motives behind them.

Emphasis is usually put on departures from the established length of the workday: coming to work late or leaving early, increasing the length of the meal break, idleness and unexcused absences. It is customary to put the reasons for whole-day and part-day losses of work time into two groups: organizational and technical losses (those not related to the level of work discipline in the given production area, but ultimately coming down to those same breaches in other areas) and those which depend directly on the workers themselves.

Unexcused absences are regarded as the most "severe" breaches. Only an approximate judgment can be made of the direct losses of work time they cause since official reports of enterprises (about 1 percent of work time for the industrial sector as a whole) show them far below what they actually are.

Most unexcused absences are related to abuse of alcohol, and labor productivity is reduced at many enterprises for that very reason. In Magnitogorsk, for example, the number of unexcused absences increases 3-3.5-fold after holidays and paydays. The Nizhniy Tagil Metallurgical Combine works erratically and is not meeting its obligations. The reason is that accountability for breaches of discipline, especially at the middle and lower levels, is manifestly inadequate. This accounts for the tolerance of all kinds of offenses (related to drinking as a rule). There is no one to send home the person who has come to work inebriated. Many breaches in collectives have not even been discussed, and even agitators have passed them over in silence. Comradely courts are also passive.

The fight against alcoholism and losses of work time is made more difficult by many circumstances, but above all by the shortage of personnel. Unfortunately, certain economic scientists assert that there is no direct functional relationship whatsoever between the deterioration of work discipline and the shortage of manpower, and that the principal reason for drunkenness is the utter permissiveness.* Yet if that were the case, strict administrative measures against "permissive chiefs" would be enough to put an end to drunkenness. The causes are far more complicated.

I have had occasion to talk with supervisory personnel of the largest enterprises in Leningrad and certain Estonian enterprises who said: "Previously (before the manpower shortage became severe) many of those who are now working (often this word deserves to be put in quotes) would not have been allowed within shooting distance of the gates of our enterprise, but now we are even forced to invite them."

In the corridor of an enterprise I was once shown more than a dozen bottles of vodka which those who like to drink on the job tried to bring in. In answer to my question: "What do you do with this poison?" came the response: "At the end of the workday we scold the owner once more and give him back his bottle; there is no other way: It is his personal property...."

Young and better educated workers are coming into the workplace; the paramount thing to them is their need for meaningful work, for good working conditions and for a congenial psychological atmosphere. At the same time the strain on the manpower budget is holding back the rise of qualifications and acquisition of production know-how because of personnel turnover, costs are higher for workers to master new occupations, and the social-psychological climate is deteriorating.

The management of enterprises and institutions is not infrequently compelled to close its eyes to shortcomings in morals and industry of new workers it hires. It may even to some extent be contrary to the enterprise's immediate interests to discharge a worker who does not work or who is not skilled enough (better to keep a bad worker than none at all). The person who violates work discipline, including the absentee, is not afraid of the most extreme consequences--dismissal, since nothing threatens him but the move to another job, frequently one that even pays better. Any supervisor will really think it over before imposing strict discipline in his workplace: What if the workers begin to look for another workplace where the rules are less strict?

Matters are still more acute with such external factors affecting work discipline as the adequacy of raw materials and supplies. People react painfully to the absence of bonuses, the 13th monthly paycheck and other benefits when they are not to blame. You can explain to them what has happened, but it is difficult to justify. Breaches of discipline concerning scheduled deliveries can nullify everything that has been achieved in strengthening work discipline.

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* SOVETSKAYA KUL'TURA, 28 March 1980.

Another widespread type of breach of work discipline is performance of civic duties during working hours (aside from the exceptions envisaged by current legislation of the USSR and the union republics). "There is a need to establish once and for all," the decree of the 18th All-Union Party Conference (1941) stated, "that workers and employees of enterprises and institutions are to perform their duties as members of public organizations only outside of working hours." This instruction is not always carried out. Soviet, party, trade union, Komsomol and other public organizations often hold meetings, conferences, assemblies and workshops during working hours.

Not uncommonly the enterprise's management is the violator of work discipline. The Labor Code allows the management, for example, to sanction overtime only in extraordinary circumstances (emergencies, natural disasters, and so on). But because of the irregular pace of production "voluntary" (supposedly on the workers' own initiative) overtime is sometimes introduced at the request of the management ("to fulfill the plan"). Often no official record is kept of overtime. Breaches of discipline are indeed concealed in this way. According to report data, leaves (unpaid) with permission of the management constitute more than 60 percent of all losses of work time in the industrial sector and 50 percent in the construction industry.

Behind many of the causes I have enumerated there stand others: For example, insufficient motivation for economical and optimum use of labor. Provision has been made for overcoming this shortcoming in the decree of the party and government dated 12 July 1979 on improving the economic mechanism.

It Is Wise To Shape Collectives

The decree of the CPSU Central Committee, USSR Council of Ministers and AUCCTU entitled "On Further Strengthening of Work Discipline and Reduction of Personnel Turnover in the National Economy" refers to the devising of a comprehensive approach to solving these problems as one of the most important tasks of party, Soviet, trade union and Komsomol bodies and agencies and managers in the economy. It emphasizes the unsoundness of attempts to adhere to partial measures in approaching a problem in an area where the results of production, management and economic activity are intertwined with the effort to indoctrinate people.

Awareness of the need for work self-discipline depends on the system of values, traditions and rules that exist in the work collective. That is why the main thing with which the inculcation of discipline should begin is the shaping of the collective.

The desire for high production efficiency needs to be combined with the development of the creative energy of the socialist producer and his ability to work combined with a socialist mode of behavior. We know from the results of surveys that with a rise in education there is a drop in the share of workers who are altogether satisfied by relations with the management and their colleagues; that is, they become more stable.

I will give an example of the shaping of new work collectives. When the [illegible] shops [illegible] were built in [illegible], the workers and specialists were selected from other enterprises long before the shop was opened. Work teams and sections were made up in advance. Those who wished were given the opportunity to improve their qualifications in special courses in the period before the shop was opened. The workers participated in installing the equipment, and thus adjusted it themselves. The people received their [illegible] training [illegible], and many received new specialties. Thus a collective that was already taking shape, that was trained and that was disciplined took over the shop to put it in operation. As a result the rated capacity was attained twice as fast as compared to standard allowances.

It is wise to make the experience in shaping new work collectives by creating a group of skilled workers already formed at existing enterprises and having gone through the training period at a new enterprise as the "nucleus" of the future collective. (The formation of [illegible] and other [illegible] brigades in Moscow for the "ministries" might be taken as a kind of analogue.)

Facilitating the Constant Change of Jobs

It is equally complicated to shape work collectives at existing enterprises. The task is a dual one: achieving dynamic stability and a high level [illegible] of personnel. By dynamic stability we mean combining the stability of personnel (which the management is equally interested in) with worker mobility, which in various forms is inherent in present-day production. [illegible] It must be said that it was an objective necessity and a law of modern production that the worker be mobile in every way and constantly move from one function to another and one job to another. The real aim is to [illegible] this mobility, but at the same time to [illegible] objectified [illegible] of [illegible] to a minimum.

The experience of the [illegible] Plant offers a comprehensive example. The people there feel that the number of young workers from [illegible] types of work (on the assembly line, for example) is an inevitable phenomenon and that as long as such types of work exist, the problem will be to [illegible] forms of turnover and to regulate it in a deliberate and planned way. [illegible] types of work as a necessary stage in the young worker's [illegible] of occupational skill, as the first step in his working life and in his acquisition of skill. The [illegible] the enterprise has [illegible] programs of improved skills and promotion, and these programs are used.

Of course, the process within the plant for moving young workers does not altogether eliminate the problem of their turnover, especially those who [illegible] frequently are changing an occupation which they have just qualified for in the system of vocational and technical education. There are many reasons for this, including poor organization or lack of vocational guidance, shortcomings of labor legislation (for example, failure to provide graduates of vocational and technical schools jobs in line with the specialty they have learned).

[illegible]

[illegible]

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[illegible]

[illegible]

[illegible]

are not given assistance as to methods, in particular they are not taught the elements of pedagogy and psychology, nor has the exchange of experience among them been organized. As a rule this kind of teaching is not financially advantageous. Though the teachers customarily say that the financial losses are [illegible] with moral satisfaction, this is not enough. Material incentives for these teachers will correct the situation if they are applied systematically. Today most of the teachers are young workers. They have an ardent desire to help their comrades, but they do not have the necessary experience.

Scientific management charts, a set of regulating work processes developed in [illegible] enterprises and approved by the USSR State Committee for Labor and Social Problems and the AUCCTU, is one of the directions of scientific management that have a direct influence on discipline. Performance of procedures, actions and operations which previously were not regulated is prescribed in them along with adherence to conditions prescribed by the technology. The regulation is based on scientific research in the fields of the organization of production, work physiology and psychology, and for that reason it yields both an economic as well as a social benefit. Unfortunately, scientific management charts have not yet become as widespread as they should.

The growing role of work collectives in managing production has opened up an enormous potential of measures to strengthen work discipline that combine a broad democratic spirit with one-man management. For example, the management has been accorded the right, instead of imposing a disciplinary penalty, to submit material on a breach of discipline to the collective or comradely court for consideration so that they might apply the measures of social pressure against the offender.

Once again we should touch upon absenteeism, especially the reporting of each time [illegible] of less than one shift, 75 percent of which are caused by shortcomings in the organization of work and 25 percent by breaches of discipline. According to the records, losses of less than one shift amount to 1.5 or 2 minutes per worker per day in the industrial sector, which is 0.3 percent of the time worked (according to daily charts). Sample surveys conducted by the USSR Central Statistical Administration reveal losses which are at times 15-20 percent of the working time of the shift.

The main reason why it is difficult to ascertain the actual amount and makeup of administrative leave is that sometimes there is a disinclination here to reveal the actual state of affairs. The data of sociological polls come closest to reality. Here are the results of one of them: 35.7 percent of all leave was to care for sick members of the family; 16 percent because of an [illegible] work load; 28.2 percent to satisfy service related to schooling; 3.3 percent of administrative leave to travel to the place where vacation is spent, and so on; 3 percent to go to medical institutions; 0.8 percent because of a death in the family; 4.8 percent for child birth; 3.3 percent to place a child in a nursery school or kindergarten; 1.2 percent to handle passports or to go to the police; 1.2 percent for marriage registration (of the worker or his relatives); 16.6 percent to wait for personnel in the service sphere, and so on; and 3.5 percent for other reasons.

The forms of the annual report do not provide a clear-cut classification of losses of work time resulting from various breaches of work discipline. Only continuous absences and delays lasting an entire day are recorded in a comparatively better way. Delays during a shift are not recorded completely enough, nor are sufficient distinctions made, so that it is impossible to establish who is responsible (which service, which worker category or which individual worker). The principal shortcoming of the present method of evaluation is its one-sidedness. It does not reflect the general status of work discipline, but breaches of discipline, or, more accurately, just one form of violation—unjustified absences.

A great deal has been written about the need to revise the forms used to record and report the indicators of work discipline at enterprises. We need only to emphasize that this revision is urgently needed. The organization of good recordkeeping on the use of work time necessitates a corresponding organization of work. That is why at enterprises where its level is low no constant work is done at all to study expenditures of work time.

Next comes the problem of financial motivation of the workers of enterprises to increase the work load and to make the most optimum and fullest use of the workday.

It would be advisable to intensify recordkeeping on the use of work time not only for purposes of punishment. For instance, there ought to be incentives for disciplined workers in the form of greater free time, an hour of which, according to certain data, costs more than 10 rubles; it could be added, say, to the length of the annual vacation. But, of course, this requires that the free time of those who are not disciplined be shortened. That right might be granted to the management of enterprises.

The Supervisor and Scheduled Work and Rest

That representative of the management who is the supervisor and organizer of production and work in the section is the one who has the greatest influence on work discipline. In production this is the foreman, at the construction site it is the team leader, in an institution it is the group supervisors, and so on. His role in strengthening discipline cannot be made up for by collective responsibility. The foreman deals with the workers directly and experiences no small difficulties in carrying out the requirements of the management when they do not altogether coincide with the current interests of the workers. That is why it is extremely important that he be able to combine comradely relations and concern about the workers' interests with firmness in pursuing the interests of production. The foreman himself must be an example of good discipline.

The entire collective is affected by the form that is correctly chosen for penalizing a worker who has committed a breach or rewarding a worker who has distinguished himself. Formalistic, unskillful and passive supervision and a failure to understand the psychology of subordination often gives rise to conflicts and stand as one of the causes why workers leave the workplace. There is obviously a need to expand the foreman's rights and opportunities in rewarding and penalizing the workers; in particular, the monthly fund placed at his disposition needs to be augmented. The collective of the section still has the right to express its opinion on the use of that fund, but the final decision should be made by the foreman. This will increase his authority in the eyes of the workers and will help to enhance the role of the entire system of measures the foreman uses in managing the collective.

As I have already said, the most frequent type of breaches of work discipline depending on the workers themselves is coming to work late or leaving early. But the principal problem is not just in correcting formal violations (especially as far as conscientious and skilled workers are concerned), but in the real needs of the worker and his family. The causes of such violations have to be corrected for a sound solution to the problem. Every day, for example, the service sector and health service have a direct or indirect effect on the ability to work and use of work time and on labor productivity. But many solutions which call for moving their operations to the time after regular working hours have not been carried out. In most cases schedules have been chosen which are convenient to the workers in the service sector or the health service, but not to those they serve. Even when the management institutes a strict ban on absences from work and monitors its enforcement, then, the worker has no choice but to slip past the monitor without being seen or to obtain permission to be absent by other means.

As a rule no records are kept on absences of this kind. And if in piece-rate remuneration the absences cause financial losses to the state and to some extent to the worker himself, when remuneration is by the hour, only the state loses. Nor is this problem solved either through education or more rigid discipline. Either brief absences should be legitimized, and the management allowed to grant them without pay, or the operating schedule of enterprises and organizations responsible for serving the workers needs to be radically altered. Both are possible.

But there is still another possibility of reducing losses of work time related to consumer, medical and transport services. I am thinking of the sliding work schedules (SGR) or flexible work schedules (GGR). Much has been written about the virtues of these schedules, and they have proven themselves in practice in many cities. Unfortunately, the State Committee for Labor and Social Problems is altogether unable to decide to give the green light to the SGR and GGR, leaving selection of the work and rest schedule to the enterprises themselves.

An equally complicated problem is combating drunkenness. Great hopes in this area are placed on mandatory treatment in preventoriums where workers are given medical treatment. Usually those seriously ill with alcoholism are sent there. But they do not succeed in curing many "for return to work." The narcology departments set up at enterprises are far more effective, as is outpatient treatment to workers who continue to work at their jobs.

For example, in 1975 a narcology department was created at the Vil'nyus Zhal'giris Machine Tool Plant. Medical treatment was combined with work in the patient's specialty. When the results were totaled up, it was found that 46.6 percent of the patients were no longer using alcohol.

Medical effectiveness of this kind of treatment is twice as high as for ordinary (inpatient) hospital departments. Moreover, aside from the high therapeutic effect of work in a job, it has great economic importance. Unfortunately, supervisors not uncommonly oppose the organization of narcology departments. It seems they underestimate the danger of the spread of drunkenness, and at times there is even hidden behind this a desire to conceal the true state of affairs.

Prevention of alcoholism at enterprises should go still further, to the very sources of the vice--to adolescent alcoholism. Often adults thrust minors onto the slippery road. But only isolated individuals are brought to court for being involved in the drunkenness of minors. Little attention is still being paid to clarifying the circumstances and establishing those guilty for this kind of enticement.

It would be wise to grant directors of enterprises and institutions the right to impose on those who commit breaches of work discipline moral and material penalties such as mandatory working off an absence at a time convenient for the enterprise, on a day which others have off, for example, which would be remunerated without the supplement the worker is entitled to for working on days off. These measures could be stipulated when collective contracts are concluded, and they would undoubtedly win the support of collectives. It is worth mentioning that the decree of the RSFSR Council of People's Commissars dated 27 April 1920 and entitled "On Combating Absenteeism," which was signed by V. I. Lenin, provided for mandatory working off of absences in off hours and on holidays.

The decree of the CPSU Central Committee, USSR Council of Ministers and AUCCTU entitled "On Further Strengthening of Work Discipline and Reduction of Personnel Turnover in the National Economy" provides for a number of effective measures which will help to improve discipline. But it is quite understandable that reality raises new issues that need a nationwide approach. Such issues, in our opinion, include the following:

i. definition of the basic criteria and indicators of work discipline and the basic rights of work collectives in the organization of work and the organization of remuneration. This specifically concerns dismissal of workers who do not apply themselves and election of supervisors (team leaders), material incentives for the tutor system, and material incentives for releasing redundant workers and finding jobs for them;

ii. the devising of a system of measures that will promote introduction of a short workday (week, year) to meet the needs of social production, especially in the service sphere, as well as of sliding (flexible) work schedules;

iii. improvement of the system of material incentives to encourage pensioners to work in the national economy, especially the qualified intelligentsia.

Wide discussion and solution of these and other problems of shaping and developing work discipline in work collectives would help to perform the urgent tasks of our society's socioeconomic development.

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LABOR

TEMPORARY INDICATORS OF CROP, DAIRY YIELD WITH WAGE FUND INCREASE

Moscow EKONOMICHESKAYA GAZETA in Russian No 24, Jun 81 p 16

[Temporary indicators of the yield of agricultural crops and of the productivity of livestock and poultry, upon the attainment of which the wage fund of workers engaged in plant growing and animal husbandry for the determination of rates for output (for a given crop or type of product) can be increased to 150 percent with the job-contract-plus-bonus wage system and to 50 percent with the piece-rate-plus-bonus wage system and the conditions for an increase in this fund for 1981-1983 approved by the USSR Ministry of Agriculture, the USSR Ministry of Food Industry and the USSR Ministry of Fruit and Vegetable Industry in coordination with the USSR Ministry of Finance, the USSR State Committee for Labor and Social Problems and the AUCCTU on 13 May 1981]

[Text] The decree No 1032 dated 14 November 1980 of the CPSU Central Committee and the USSR Council of Ministers "On Improving the Planning of and Economic Incentives for the Production and Procurements of Agricultural Products" granted sovkhozes and other state agricultural enterprises the right, with the permission of a superior organization and in coordination with the appropriate trade-union committee, to increase, for workers engaged in plant growing and animal husbandry, who attained high indicators of the yield of agricultural crops and of the productivity of livestock and poultry, the wage fund for the determination of rates for output (for a given crop or type of product) to 150 percent with the job-contract-plus-bonus wage system and to 50 percent with the piece-rate-plus-bonus wage system.

The USSR Ministry of Agriculture and the USSR Ministry of Food Industry in coordination with the USSR State Committe for Labor and Social Problems, the USSR Ministry of Finance and the AUCCTU in accordance with the indicated decree of the CPSU Central Committee and the USSR Council of Ministers establish the following temporary indicators of the yield of agricultural crops and of the productivity of livestock and poultry, upon the attainment of which the wage fund of workers engaged in plant growing and animal husbandry for the determination of rates for output is increased and the rates of increase in this fund (supplements Nos 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11).

1. The scales of indicators of the yield and productivity of livestock and poultry and the rates of increase in the wage fund for types of agricultural crops and animal products not presented in the indicated supplements are established by

oblast (kray) executive committees, councils of ministers of autonomous republics and, in the Union republics that do not have an oblast division, by councils of ministers of the Union republics.

When these scales are worked out, the data attained on a specific crop or type of animal product, on the average, throughout farms in an oblast, kray and republic not having an oblast division (and in the necessary cases in a zone) during the 10th Five-Year Plan are taken as the base yield level.

In cases when in some oblasts, krays and republics, owing to unfavorable weather conditions during the 10th Five-Year Plan, extremely low indicators of productivity (yield) for a given oblast, kray and republic were obtained, the corresponding indicators of the plan of the current 5-year period are taken for these types of products as the base level.

The rates of excess of the average level of yield and productivity and of an increase in the wage fund of workers are established with the following intervals:

When the average level of yield and productivity (for a given crop and type of product) in an oblast, kray, republic and zone is exceeded (in percent)	Rates of Increase in the Wage Fund	
	with the job-contract-plus-bonus wage system	with the piece-rate-plus-bonus wage system
From 30 to 40	130	30
From 41 to 50	140	40
Over 50	150	50

2. The average yield and productivity actually formed for a given crop and type of animal product on farms in an oblast, kray and republic (and in the necessary cases in a zone) for the determination of the rates of increase in the wage fund of workers who attained the production indicators mentioned in the scales are determined and assigned to farms by oblast and kray administrations of agriculture and, in republics not having an oblast division, by the ministries of agriculture of these republics. The calculation of the average yield of agricultural crops and of the productivity of livestock and poultry is made for these purposes for the 5 years preceding a given year. For grain crops the calculation of the average yield includes only the crops for which the statutes in effect do not provide for wages on the basis of 150 percent of the wage fund.

3. The rates of increase in the wage fund of workers are determined in each specific case on the basis of the values, indicated in the scales, of the average yield of agricultural crops and of the productivity of livestock and poultry attained in a given oblast, kray and republic and of the indicators of excess of these values corresponding to them.

Example. In the Novoannenskiy Sovkhoz-Tekhnikum in the Moldavian SSR in 1980 the yield of sunflowers totaled 24 quintals. The average yield of this crop on all farms in the Moldavian SSR during the 5-year period preceding that year was 17 quintals.

According to the attached scale 150 percent of the wage fund correspond to these yield values. Thus, the wage fund of workers in brigades and links engaged in the cultivation of sunflowers, who attained such a yield, when rates for output in 1981 are calculated, should be increased to 150 percent (instead of 125 percent).

4. Rates for output for workers in plant growing and animal husbandry, who attained high production indicators, are calculated on the basis of the corresponding levels of the yield and productivity of livestock and poultry (for a given crop or type of product) indicated in the attached scales of indicators of the yield of agricultural crops and of the productivity of livestock and poultry and of the rates of increase in the wage fund of workers engaged in the production of this output, scales established by oblast (kray) executive committees, councils of ministers of autonomous republics and, in the Union republics that do not have an oblast division, by councils of ministers of the Union republics.

In the example cited above rates for output for brigades and links engaged in the cultivation of sunflowers, which attained the mentioned yield (24 quintals), should be calculated for 1981 on the basis of this yield.

On increase in the wage fund for the calculation of rates for cotton the indicators of the yield throughout an oblast, kray, republic, zone and individual farms are taken for fine- and medium-fiber varieties; for the yield of fine, semifine, coarse and semicoarse wool.

An increase in the wage fund for the calculation of rates for the attainment of high indicators in plant growing and animal husbandry in accordance with temporary indicators is established within the wage fund approved for a farm for the corresponding year.

Supplement 1. Scale of Indicators of the Yield of Grain Crops and Rates of Increase in the Wage Fund of Workers Engaged in the Cultivation of These Crops

Average yield in oblast, kray, republic and zone (quintals per hectare)	Rates of Increase in the Wage Fund (in Percent)		
	130	140	150
	with yield on farms (quintals per hectare)	with yield on farms (quintals per hectare)	with yield on farms (quintals per hectare)
Up to 12	16-19	19-23	23 and above
From 12 to 15	19-22	22-26	26 and above
From 15 to 18	22-25	25-28	28 and above
From 18 to 20	25-28	28-31	31 and above
From 20 to 22	28-30	30-33	33 and above
From 22 to 25	30-32	32-36	36 and above
From 25 to 28	32-34	34-38	38 and above
From 28 to 30	34-37	37-41	41 and above
From 30 to 32	37-40	40-44	44 and above
From 32 to 35	40-44	44-46	46 and above
From 35 to 40	44-46	46-49	49 and above

Supplement 2. Scale of Indicators of the Yield of Potatoes and Rates of Increase in the Wage Fund of Workers Engaged in Their Cultivation

Average yield in oblast, kray, republic and zone (quintals per hectare)	Rates of Increase in the Wage Fund (in Percent)		
	130	140	150
	with yield on farms (quintals per hectare)	with yield on farms (quintals per hectare)	with yield on farms (quintals per hectare)
Up to 100	120-140	140-180	180 and above
From 100 to 125	140-165	165-205	205 and above
125-150	170-190	190-230	230 and above
150-175	195-215	215-255	255 and above
175-200	220-240	240-280	280 and above

Supplement 3. Scale of Indicators of the Yield of Sugar Beets and Rates of Increase in the Wage Fund of Workers Engaged in Their Cultivation

Average yield in oblast, kray, republic and zone (quintals per hectare)	Rates of Increase in the Wage Fund (in Percent)		
	130	140	150
	with yield on farms (quintals per hectare)	with yield on farms (quintals per hectare)	with yield on farms (quintals per hectare)
Up to 150	180-210	210-270	270 and above
From 150 to 175	210-240	240-300	300 and above
175-200	240-270	270-325	325 and above
200-225	270-300	300-350	350 and above
225-250	300-325	325-375	375 and above
250-275	325-350	350-400	400 and above
275-300	350-375	375-425	425 and above
300-325	375-400	400-450	450 and above
325-350	400-425	425-475	475 and above
350-375	425-450	450-500	500 and above
375-400	450-475	475-525	525 and above
400 and above	475-500	500-550	550 and above

Supplement 4. Scale of Indicators of the Yield of Cotton and Rates of Increase in the Wage Fund of Workers Engaged in Its Cultivation

Average yield in oblast, kray, republic and zone (quintals per hectare)	Rates of Increase in the Wage Fund (in Percent)		
	130	140	150
	with yield on farms (quintals per hectare)	with yield on farms (quintals per hectare)	with yield on farms (quintals per hectare)
Up to 20	22-26	26-30	30 and above
From 20 to 22	24-28	28-32	32 and above
From 22 to 24	26-30	30-34	34 and above
From 24 to 26	28-32	32-36	36 and above
From 26 to 28	30-34	34-38	38 and above
From 28 to 30	32-36	36-40	40 and above
From 30 to 32	34-38	38-42	42 and above
From 32 to 34	36-40	40-44	44 and above

Supplement 5. Scale of Indicators of the Yield of Sunflowers and Rates of Increase in the Wage Fund of Workers Engaged in Their Cultivation

Average yield in oblast, kray, republic and zone (quintals per hectare)	Rates of Increase in the Wage Fund (in Percent)		
	130	140	150
	with yield on farms (quintals per hectare)	with yield on farms (quintals per hectare)	with yield on farms (quintals per hectare)
Up to 10	12-14	14-16	16 and above
From 10 to 12	14-16	16-18	18 and above
From 12 to 14	16-18	18-20	20 and above
From 14 to 16	18-20	20-22	22 and above
From 16 to 18	20-22	22-24	24 and above
From 18 to 20	22-24	24-26	26 and above

Supplement 6. Scale of Indicators of the Productivity of the Dairy Herd and Rates of Increase in the Wage Fund of Workers Engaged in the Servicing of the Milch Herd

Average milk yield in oblast, kray, republic and zone (kg in a year)	Rates of Increase in the Wage Fund (in Percent)		
	130	140	150
	with milk yield on farms (kg)	with milk yield on farms (kg)	with milk yield on farms (kg)
Up to 2000	2700	3000	3500
From 2001-2500	3000	3300	3700
From 2501-3000	3300	3600	3900
From 3001-3500 and above	3700	4000	4300

Supplement 7. Scale of Indicators of Wool Yield and Rates of Increase in the Wage Fund of Workers Engaged in the Servicing of Sheep

Average wool yield in oblast, kray, republic and zone (kg)	Rate of Increase in the Wage Fund (in Percent)		
	130	140	150
	with wool yield on farms (kg)	with wool yield on farms (kg)	with wool yield on farms (kg)
Up to 2	2.4-2.8	2.8-3.6	3.6 and above
From 2 to 2.5	2.9-3.8	3.8-4.1	4.1 and above
From 2.5 to 3.0	3.4-3.8	3.8-4.6	4.6 and above
From 3.0 to 3.5	3.9-4.3	4.3-5.1	5.1 and above
From 3.5 to 4.0	4.4-4.8	4.8-5.6	5.6 and above

Supplement 8. Scale of Indicators of the Egg Production of Hens and Rates of Increase in the Wage Fund of Workers Engaged in Their Servicing

Name of Republics	Rate of Increase in the Wage Fund (in Percent)		
	130	140	150
	with egg production on farms	with egg production on farms	with egg production on farms
1. Georgian SSR Azerbaijan SSR Armenian SSR Turkmen SSR Uzbek SSR Tajik SSR Kirgiz SSR	200-210	210-220	over 220
2. Remaining republics	230-240	240-250	over 250

Supplement 9. Scale of Indicators of Average Daily Increases in the Weight of Cattle and of Rates of Increase in the Wage Fund of Workers Engaged in Their Fattening

Average daily weight increases in oblast, kray, republic and zone (gr.)	Rate of Increase in the Wage Fund (in Percent)		
	130	140	150
	with weight increases on farms (gr.)	with weight increases on farms (gr.)	with weight increases on farms (gr.)
400-450	650	700	765
450-500	675	720	775
500-550	700	745	785
550-600	725	770	795
600-650	750	785	805
650-700	775	800	815
700-750	800	815	825
750-800	815	830	840
800 and above	820	840	850

Supplement 10. Scale of Indicators of Average Daily Increases in the Weight of Hogs and Rates of Increase in the Wage Fund of Workers Engaged in Their Fattening

Average daily weight increases in oblast, kray, republic and zone (gr.)	Rate of Increase in the Wage Fund (in Percent)		
	130	140	150
	with weight increases on farms (gr.)	with weight increases on farms (gr.)	with weight increases on farms (gr.)
300-350	470	500	520
351-400	495	515	530
401-450	510	530	540
451-500	525	545	550
501-550	560	570	580
551 and above	565	575	585

Supplement 11. Scale of Indicators of Average Daily Increases in the Weight of Broilers and Rates of Increase in the Wage Fund of Workers Engaged in Their Breeding

	Rate of Increase in the Wage Fund (in Percent)		
	130	140	150
	with weight increases on farms (gr.)	with weight increases on farms (gr.)	with weight increases on farms (gr.)
Average daily weight increases in oblast, kray and republic (gr.)	from 20 to 23	from 23 to 27	over 27

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LABOR

RESUSCITATION OF WAGE STIMULUS ON LABOR PRODUCTIVITY URGED

Moscow SOTSIALISTICHESKAYA INDUSTRIYA in Russian 5 Apr 81 p 2

[Article by Candidate of Economic Sciences A. Kletkin: "So That the Ruble May be Well Earned"]

[Text] In recent years the rights of enterprises and associations in respect to wages have been broadened. Today, they spend at their own discretion over one-quarter of the over-all funds allocated to them for the payment of labor. The bonus system has become more flexible. Enterprises are beginning to make broader use of wage differential possibilities based on labor results, on the professional mastery of workers, and on the qualifications level of engineering-technical workers. All of this increases its (the bonus system's) significance in the growth of labor productivity. However, the 26th CPSU Party Congress demanded with new vigor that the stimulating role of wages be strengthened. This demand, I think, is absolutely justified.

The matter under discussion concerns increasing the effectiveness of the people's main source of income, to which the government yearly allocates a considerable amount of money to replenish. In industry alone over the past 15 years more than 32 billion rubles have been expended in order to increase wages -- this is more than two-thirds of all the supplements to the wage payment fund. Even during those years when central planning did not increase wage rages or salaries, more than 2 billion rubles were spent for increased wages. During the current five-year plan, plans call for allocating about 10 billion rubles more for carrying out new measures.

Who are the people who will receive this additional money? Only those, it would appear, who increase the end results of their labor. It is based on this principle: if you have increased your productivity, you have received the right to additional wages; if you are just marking time on the job or are not fulfilling work assignments, then you are only entitled to the same wages or to wages which have been decreased proportionately. Unfortunately, this sensible idea is not being observed in practice. Because of outmoded wage norms, the prople who actually achieve the highest labor productivity do not always have their earnings increased.

The new procedure for planning wage funds should alter this situation. Wage norms based on pure production per ruble, as approved by enterprises, will allow us to be more accurate in determining labor productivity and, at the same time will assist us in a more economical expenditure of funds for the payment of labor. However, regardless of how money spent for labor is figured -- whether according to norms or according to the number of workers -- there still remains the problem of a direct coordination of funds allocated by the state with an increase wages and an increase in labor productivity.

The fact is that funds intended for the increase of wages are not the money set off separately in plans but are being "drowned" in the general funds. This suggests that there is not proper control over their utilization. They are expended regardless of whether or not the assigned increase in labor productivity has been fulfilled.

This may be one of the reasons that money spent during the 10th Five-Year Plan to increase wages [illegible] justified itself [illegible] not translated to an increase in labor productivity. For example, the wages of many [illegible] workers during the past five-year plan increased at a faster rate than was intended in plans for increasing labor productivity. For industry as a whole, there was an almost 0.8 percent increase in wages for every percentage point increase in labor productivity, despite the fact that only an 0.5 percent wage increase was envisaged. Where did the additional funds go? The answer is simple. They were often used to cover expenses connected with the maintenance of superfluous workers and to cover shortcomings in production planning and organization and labor standardization.

How do we begin to organize the wage increase mechanism with a view to increasing planned labor productivity?

We should begin first of all by perfecting the wage system -- [illegible] for state regulation of wages. For example, the fact has been noted that, during a revision of wage rates and salaries, there is an increase in the influence of all wages upon the effectiveness of labor. We shall take the 9th Five-Year Plan as an example. Observed along with an increase in wage rates were measures aimed at improving labor norms, at ridding enterprises of superfluous workers, at improving the professional knowledge of workers, and at strengthening labor discipline. During this five-year plan [illegible] assignments for increasing labor productivity were [illegible] almost all branches of industry. For industry as a whole labor productivity increased an average of 6 percent a year -- a rate significantly higher than that of the 8th and 10th Five-Year Plan periods.

However, there is usually a long period -- about 10 years -- from one increase in wage rates and salaries to another. Various disproportions begin to crop up in pay, the relative significance of wage rates is lessened and their stimulating effect on increasing labor effectiveness is weakened. As long ago as 1973, Gosplan USSR and the USSR State Committee for Labor and Wages were instructed to work out a procedure for changing wage conditions in conformity with a planned wage increase so as not to allow a drop in the wage rates' share in earnings and in the lowering of output norms. The idea, unfortunately, was never put into effect.

What can we possibly do right now, here at the beginning of a new five-year plan period? What we can do, first, is to unite all funds allocated to increase average wages with those funds designated for increasing wage rates and salaries. Secondly, we should plan these with the requisite provision that industrial branches, associations and enterprises are to issue these funds only if the plan for an increase in labor productivity has been fulfilled. In the third place, we should utilize these additional monies primarily for increasing rates in the replacement of outdated norms and for the introduction of progressive labor norms, for the introduction of norm assignments, and for establishment of progressive increments to wage rates and salaries for increasing work volume and for combining professions. The size of such increments should increase -- say 3 to 4 percent of the wage tariff the first year, then 6 to 8 percent, and later 12 to 15 percent. When the increments reaches the size of the existing wage tariff increases now being applied -- approximately 15-20 percent -- then it is fixed as the new wage rate or salary.

What is the advantage of such an approach? The fact that, instead of a system of fluctuating increases in wage rates and salaries what we do get is a system of flexible increases in wages based on increases in labor productivity. The enterprise's interest in improving labor norms is also strengthened. What is most important, the role of the centralized regulation of wages in increasing the effectiveness of production and in improving the quality of work is increased, and the necessary proportion between funds for the payment of wages and payment for goods is facilitated. Moreover, every worker will be able to see the long-range prospects of his own budget.

There is yet another problem -- bringing order into the system of regional coefficients. A mechanism to regulate regional wages was introduced over 20 years ago. A great deal has changed since then while it, in fact, remains the same. For example, regional premiums are added to wages no higher than 300 rubles. For a long time now this limitation has ceased being in line with the contemporary level of wages, particularly those of workers in the main professions of the extractive branches of industry. It is no wonder that the stimulating effect of such wage premiums has come to nothing and is actually having an effect detrimental upon the productivity of labor.

But then the regional coefficient reflect differences in work and living conditions. The miners of the Kuzbass, for example, do not enjoy the corresponding wage benefits of their colleagues from the Donbass. This is due to the fact that professional pay has lost its ties with labor norms. Moreover, conferring this extra pay is a rather complicated matter. The temporary coefficients introduced during the period of the initial assimilation of the region are still being retained even though the existing conditions there are now better than in neighboring, earlier assimilated regions.

We envisage the resolution of the problems as follows: introduce regional payments in wage rates and salaries. In this way the earnings of a miner in Siberia will actually be higher than in areas where these coefficients do not apply. Higher than [illegible] double the maximum limit of the wage payments to which the regional coefficients are tied.

During the 12th Five-Year Plan, an increase in wages should be accompanied by a profound improvement in the mechanism of payments for labor. The reference point here, it seems to me, can only be this: wages should be earned. This means, therefore, that we should use all economic incentives to step up their stimulating influence upon an increase in labor productivity -- the main condition for fulfilling the assignments of the new five-year plan.

[illegible]
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LABOR

CONFERENCE OF RAILWAY TRAINING ORGANIZERS, PROPAGANDISTS

Moscow EKONOMICHESKAYA GAZETA in Russian No 13, Jan 81 p 11

[Report by V. Borisov and V. Nikolaychuk on conference organized by EKONOMICHESKAYA GAZETA editors and Ministry of Railways for economic training personnel: "The Economic Training of Railway Workers"]

> [Text] The Ministry of Railways and the editors of EKONOMICHESKAYA GAZETA held a conference of training organizers and propagandists in the system of economic education. Deputy Minister V. G. Gorbov, chairman of the sectorial economic education council, spoke at the conference.
>
> Participants spoke of their work experience and discussed ways of further improving the economic training of branch personnel in line with the decisions of the 26th party congress.

More than half of all freight is shipped by rail, Deputy Minister V. G. Gorbov, chairman of the sectorial economic education council, said in his report. The demands of national economic development, however, will require railway personnel to build up freight volumes considerably and use existing rolling stock efficiently. A specific program of action to improve the work in this branch was stipulated in the decisions of the 26th party congress.

The improvement of the economic education of workers is expected to play an important role in the attainment of our objectives.

More than 1.5 million railroad workers receive economic training each year in the system of economic education. Around 60,000 propagandists work with them. To a considerable extent, this training helps to develop the creative initiative of the workers and their economic reasoning ability. In the past academic year alone, they made 155,000 suggestions to improve the organization of labor, reduce losses of work time and reinforce labor discipline. The resulting economic gain exceeded 70 million rubles. These figures were cited by V. N. Vinogradova, deputy chief of the Ministry of Railways Main Administration for Educational Institutions and deputy chairman of the economic education council.

The ministry has accumulated interesting experience in the supervision of the economic training of railroad workers. In particular, the establishment of a council for the economic education of railroad workers as part of the sectorial advanced training institute deserves mention. The branch has a solid teaching materials base. It has over 1,000 economic study centers and 3,500 economic study corners.

Nevertheless, conference speakers pointed out, there are considerable reserves for the better organization of economic training and the augmentation of its role in the attainment of production and educational objectives.

The proper conditions for study have not been established as yet at a number of railway transport enterprises. They have no fully equipped academic facilities and they make little use of technical media. There are shortcomings in the formation of training groups. Those who need economic training the most are often left out. This applies primarily to young newcomers.

The ministry's sectorial economic education council and the railroad council are now concentrating on improving the quality of training by making it more productive.

The Cultivation of Thrifty Habits

The search for new ways of heightening labor productivity, improving the quality of work and cultivating a proprietary attitude toward public property, conference speakers said, are important elements of effective training.

As speakers pointed out at the all-union conference of ideological personnel, it is not only necessary to explain party economic policy and the laws governing social development, but also to discuss these matters in relation to the branch, to the enterprise and to the work position. It is important to actually train the worker to enhance operational efficiency and quality.

"'Economics must be economical'--these words by L. I. Brezhnev have imprinted themselves in my mind," said G. V. Semenov, propagandist in the economic school of the Moscow Railroad's Bryansk Station locomotive depot, 26th congress delegate and holder of the State Prize. "When I returned to my depot from the congress, I had a new awareness of my role as an educator and a propagandist. I believe that many people are accustomed to treating the material resources around us as inexhaustible. A lamp that is left burning in a shop during lunch hour is a minor matter, they believe, and a compressor that is left on when no one needs it is no calamity either. But in our depot, a reduction of just 1 percent in the electric energy needed to power our trains would produce a savings of around 3 million kilowatt-hours."

What are the requirements for efficient and economical work? Of course, knowledge and experience are required. At the same time, it is important to cultivate thrifty attitudes in each worker. This is a more difficult task, but it is feasible.

"We must see to it," I. D. Myshkovskiy, chief economist of the Moscow Railroad and chairman of the economic education council, stressed in his speech, "that each worker is able to evaluate the results of his work.

"We must know, for example, what a 1-percent rise in labor productivity will produce, what kind of economic losses will be incurred if an enterprise's machines stand idle and what the elimination of losses of work time and the fuller utilization of machines and mechanisms in his work position will mean. For this purpose, we make various computations, compile handbooks and conduct discussions. Our motto for this work is: 'Each worker is the economist of his own work position.' Economic training is now also aimed at finding new opportunities for the conservation of labor resources. Our students must focus their attention on all of these matters."

The Propagandist Must Be Given Qualified Help

It will be impossible to improve the quality of training, conference speakers noted, without a more responsible approach to the selection and training of propaganda personnel and the improvement of the content of training.

It is now extremely important, said B. A. Levashov, propagandist and Oktyabr'skaya Railroad locomotive depot foreman, "to maintain the high level of activity and businesslike attitudes that are characteristic of classes spent studying the proceedings of the 26th CPSU Congress. Our students are displaying a much more responsible approach to their duties, and demands for the conservation of lubricants and electric power and for repairs of better quality have become stricter. We do not have enough visual aids, however. Movies, film strips and slides illustrating the distinctive features of work in railway transport would be extremely useful to propagandists. Articles describing experience in the organization of economic training for railroad workers should be printed more often in the sectorial press."

"The quality of training and the effectiveness of classes," remarked V. P. Kozlov, deputy chief of the Belorussian Railroad and chairman of the economic education council, "depend directly on the propagandist's ability to convince his audience and encourage them to solve specific problems. But this does not mean that he does not need qualified help."

Sometimes a propagandist does not have a logical and sound answer for questions connected with the economic activity of enterprises and the results of socialist competition. This occurs when he does not have enough information, reference works or contact with economic administrators.

Propagandist N. S. Aborkin, chief machinist at the Ministry of Railways Main Administration for Material and Technical Supply, expressed the hope that the training and advanced training of propagandists would include a special course in educational methods and psychology and that more attention would be given to the methods of studying and incorporating progressive experience.

Conference speakers correctly noted that the propagandist's work is not limited to production-related matters. He must also help his audience acquire Marxist-Leninist conviction and the ability to correctly assess their own actions and the actions of their comrades and to combine economic competence, initiative and socialist enterprise with adherence to party principles.

Deputy Secretary Yu. P. Gavrilova of the Ministry of Railways party committee spoke in detail of the ministry's present efforts to improve the organization of training and give propagandists timely assistance.

The ministry economic education council plans to train more propaganda personnel in the sectorial advanced training institute and in special departments of railway VUZ's. It also plans to involve more instructors and students in the system of economic education.

Criteria of Effectiveness

The discussion of the criteria of training effectiveness aroused a lively exchange of views at the conference.

"In our opinion," Chief Engineer G. I. Osadchuk of the Main Administration of Railroad Cars, "economic education can only be called effective if it has a positive effect on the production results of an enterprise, division or entire railroad. We have calculated, for example, that the implementation of our students' proposals produced an economic gain of 21 rubles per student in the 1977-78 academic year, and of 24 rubles 90 kopecks in 1978-79. But this is a hypothetical computation for our own use."

Deputy Director B. Zagorskiy of the sectorial advanced training institute remarked that economic knowledge ultimately affects economic practices indirectly, through the worker's convictions and attitude toward his work.

"We could say a great deal about the indicators of the effectiveness of economic training," continued Director A. M. Nikonov of the sectorial advanced training institute, "but we must also see to its correct organization.

"As you have heard, the institute is now the sectorial center of the system of economic education. A statute has been drafted to this effect. The center consists of a scientific methods division, an editing and publishing division and a sectorial office of economic education. We plan to analyze the effectiveness of various forms and methods of economic training and arrange for the study and dissemination of the best experience in the organization of economic education."

Several speakers mentioned the extensive use of sociological research to analyze the effectiveness of economic training.

Competition with the motto "Let us work efficiently and proficiently!" has been launched on a broad scale in the branch in response to the party appeal. The system of economic education, conference speakers stressed, is expected to play a part in the fulfillment of five-year-plan assignments and socialist commitments.

Instructor V. N. Suslov from the CPSU Central Committee Propaganda Department spoke at the conference.

8588
CSO: 1828/117

LABOR

MORE EMPHASIS ON NONWAGE INCENTIVES URGED

Moscow SOTSIALISTICHESKAYA INDUSTRIYA in Russian 28 Apr 81 p 3

[Article by L. Rzhanitsyna, candidate of economic sciences, and A. Vikhlyayev doctor of economic sciences: "Not by the Ruble Alone"]

[Text] Per capita real income doubled in the country over the last three years of the 5-year period. Half of the Soviet people, it was noted at the 26th CPSU Congress, already have real income per member of the family exceeding 100 rubles per month. Ten years ago only one-fifth of the population had a budget of that size. Of course, in that situation the workers' conceptions about work incentives have also become considerably broader and more complex. Aside from the ruble of wages, today everyone is interested in the organization of work, working conditions, and the level of social, consumer and cultural services which the enterprise furnishes the worker.

This does not mean at all that the importance of the wage is diminishing as an economic incentive. Its improvement so as to take into account the conditions of production and the workers' skills has been constant, and it is still the most important factor in the rise of labor productivity. But labor under socialism is still not motivated by the ruble alone. That is indeed why the 26th CPSU Congress emphasized the social factors in stimulating highly productive work. This indeed results from the character of our economic system.

First of all, socialism guarantees everyone a job, and this means a certain wage. The major part of the wage is regulated on a centralized basis, by wage rate schedules, maximum limits on supplemental payments and compensation, and bonuses. For that reason the spread in the wages of workers in a single occupation is negligible as a rule. For example, at the present time every ruble earned breaks down into 65 kopecks under the wage rate schedule and 35 kopecks on the basis of various types of supplements and bonuses. This ratio is typical of many industries.

Second, distribution according to labor is itself socially oriented. Differences in the standard of living of members of our society are steadily diminishing because of the steady rise of the minimum wage and average wage on a nationwide basis.

Third, we cannot forget that distribution according to work takes place in the overall system of a planned economic mechanism. This means that any shortcomings in management of the economy detract from the effect of the wage as an incentive. Here is a vivid example. In the 10th Five-Year Plan the Volgograd Petroleum Refinery did not fulfill its assignment for the rise of labor productivity, and the level of its profit rate was also below the plan. But thanks to the repeated adjustments of the plan, the wages of the refinery's labor force increased.

Situations like this are unfortunately not isolated examples at all. In none of the last three 5-year periods has the planned relationship been maintained between the rise of labor productivity and the growth of wages: While the growth rates of labor productivity have been lower than planned, the rise of wages has been close to the planned level.

All this indicates that in the incentive system we can no longer put emphasis solely on the wage ruble. The social factors that influence labor also need to be put to work with all their power. What sort of factors are we referring to?

First of all, job satisfaction. Surveys show that this need not at all be related to the level of the wage for the contemporary worker. According to figures of the USSR Central Statistical Administration, the share of workers and employees satisfied with their jobs by and large rises as one moves from low to medium earnings (up to 160 rubles per month), but at the higher level of remuneration (up to 300 rubles per month) this indicator remains practically unchanged. The work motivation of young people between the ages of 18 and 22 is below the average. It also drops somewhat among workers between the ages of 40 and 50. Women are less satisfied with their jobs than men.

It is evident that aside from the universal work incentives, one needs also to search for specific forms of incentives for each worker group. For young people this is the guarantee of occupational growth, while for experienced workers it is extensive participation in management, for women it is conditions that allow them to better combine their work duties and family duties.

Underestimation of these conditions in economic practice gives rise to personnel turnover. According to the data of a poll conducted by the Ukrainian Affiliate of the Scientific Research Labor Institute at 23 enterprises in Voroshilovgrad, first among the causes of job dissatisfaction were poor conditions of production, manual and heavy physical labor. On assembly lines and flowlines where intensive manual labor, a large part of which is monotonous, is predominant, turnover is 1.5-2-fold higher than in other work areas. After all, this is where young people are usually working, people who, one would think, ought not to be frightened away by the strenuous work pace, especially when the wage is not bad. But in places where they show concern about improving working conditions, as is the case, for example, at the Mogilev Strommashina Plant, there is almost no personnel turnover. An atmosphere of civilized, optimally organized, and uniformly paced production has been created at that enterprise, though the wage, at the average level for the industry, is even lower than at neighboring enterprises in the chemical industry.

Or take a social incentive like the worker's participation in management. In most cases his managerial activity, which directly affects his personal interests, is limited to his work station. If we take the worker's participation in production conferences or trade union commissions, then he no longer sees a visible relation between his personal interests and social interests. The work-team organizational form of work could strengthen this connection. It is not just that it eliminates certain shortcomings in individual work at piece rates. Equally important are the social advantages: The worker's personal responsibility for the collective results is more evident.

Setting the pace in exceptional work effort also means setting the pace in consumption. The latter is something else that cannot be guaranteed solely by means of the wage ruble. Appropriate conditions for spending money income are necessary. Moreover, not every consumer good can be obtained for money. A substantial portion of consumer goods are not available on a buy-and-sell basis and are not distributed on the basis of labor, but on the basis of need (housing, rest in sanatoriums, medical service, places in children's preschool institutions). Yet from the standpoint of society and the collectives these goods are not free. This means that they also could and should be an ffective incentive for conscientious work, an instrument for restricting personnel turnover. There are quite a few examples in economic practice where the good organization of medical service at an enterprise and the construction of sanatorium-preventoriums and suburban recreation centers have reduced work time losses resulting from sick leave. At the Pervoural'sk New Pipe (novotrubnyy) Plant, where a very great deal of attention is paid to protecting the health of the workers, work time losses because of illness dropped 20 percent over the last 5-year period. And at enterprises with a predominantly female labor force improvement of the operation of children's preschool institutions makes it possible to increase the effective work time of the women workers. For example, at the Orsha Flax Combine this effort over the last 2 years accounted for additional output worth 1.5 million rubles.

In short, the need for a combined work incentive system is obvious today. The time has come to seriously undertake to organize it on the scale of the entire national economy. The first thing that needs to be done is to study the possibility for greater interchangeability within the limits of the state plan of expenditures between those which are made to raise wages and those which are made to improve working and living conditions. The second problem is how to remove work incentives from the sphere of purely distributed relations in money form and to link them to improvement of the organization of production and its infrastructure. And the development of collective interests in the accumulation and consumption of the social funds of enterprises will become one of the means of strengthening the socialist way of life.

Of course, work on the interrelated group of problems related to intensifying the social factors in work incentives necessitates expansion of the number of specialists. Participants in this work should include not just economists, but also sociologists, psychologists, biologists, medical people and designers. Study of the causes of job satisfaction and dissatisfaction needs to be included in statistical practice. Experience has already been gained by the social statistics division of the USSR Central Statistical Administration and by a number of scientific research institutes. It is precisely the exploration of nontraditional pathways in science and practice that can essentially speed up successful performance of the tasks set by the 26th party congress.

7045
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DEMOGRAPHIC ASPECT OF PRODUCTION, CONSUMPTION PATTERNS STUDIED

Riga SOVETSKAYA LATVIYA in Russian 17 Mar 81 p 2

[Article by M. Zvidrinya, candidate of economic sciences: "Demographics and Economics"]

[Text] The skillful and efficient use of all resources, including labor, will necessitate the accomplishment of many economic, social and indoctrinational tasks. In our republic, where the labor resource balance is extremely strained, future production growth must be secured only by means of heightened labor productivity. This was discussed by A. E. Voss, first secretary of the Latvian CP Central Committee, in his speech at the 26th CPSU Congress. This is why scientists and experts are concerned more and more with the republic's manpower potential.

People represent society's main productive force. Changes in their number and age structure affect the development of the economy because various population groups have different levels of employment, labor intensity and so forth. There are branches--machine building and metal processing, for example--in which female labor is not effective enough, and a shortage of male workers can inhibit branch development. On the other hand, some of the psychological and physiological characteristics of women--accuracy, precision and attention to detail--allow them to cope more successfully than men with knitting, sewing and other work.

When the connection between the worker's age and the level of labor productivity was investigated, it was learned that it could be measured on a curve. Labor productivity is relatively low at the start of a career. The level begins to rise as the person accumulates experience and skill, until it reaches its peak, after which it gradually declines as the person grows older.

In the sphere of physical production, the average man reaches his peak of productivity at the age of 37, and women reach it when they are 36. But the indicators for women are not as high. Besides this, the labor productivity of women from 25-29 years of age to 45-49 does not change significantly. The reason is that it takes women longer to master abilities and skills because--and this is an insurmountable obstacle--children and housework take up much of their time. This is why the economic aspect of production is ultimately benefited at enterprises where trade and consumer services for personnel are constantly being expanded.

Personnel experts should give some serious thought to the fact that men reach their productivity peak at the age of 37. If this factor is taken into account, the scales of professional training could be planned more intelligently, so that this training could yield the maximum return. It is important to remember that many of the reasons for the manpower shortage are connected with the qualitative characteristics of manpower, and not merely with quantitative manpower growth indicators.

Using a standard method of computation, we can calculate the national income produced by different sexes and age groups. For example, the average man employed in physical production in the Latvian SSR produces 15 percent more national income than a woman. According to general statistics, at the end of the 1970's men had produced 57 percent of republic income and women had produced 43 percent. It should be noted, however, that there are more women in the non-production sphere. They represent 61 percent of all specialists with a higher and secondary education. Therefore, women play a more important part in the economic and social development of society than in the creation of national income.

Men of working age produce 95 percent of the total national income produced by all men employed in physical production. Furthermore, men between the ages of 30 and 39 account for 30 percent of this total. The sizeable contribution of this age group is due to its size and to the high indicators of labor productivity at this age. As for men of retirement age, they produce 5 percent of all the national income produced by all men. For women, this figure is twice as high. For one thing, there are more women of retirement age. Besides this, they retire earlier than men and therefore have an advantage as far as physical strength is concerned.

It might seem that 5 percent and 10 percent are not very impressive figures. But they actually stand for several thousand rubles a year on the average for each person of retirement age employed in physical production. Our possibilities for the involvement of persons of retirement age in the labor sphere are far from exhausted. What is more, people want and need to continue working. But the state of health and circumstances of some will not allow them to work 8 hours a day. This means that we must consider the institution of convenient work hours, improve the system of incentives for the working individual of retirement age and expand the possible spheres for the use of their labor, particularly those who were previously employed in the non-production sphere.

Production and consumption are two sides of the same process. Everyone knows of K. Marx' famous thesis that "there is no consumption without production, but there is also no production without consumption because this would make production meaningless." Consumption is with us all of our lives, but its scales depend largely on our sex and age.

Both men and women reach their peaks of consumption when they are of working age. Studies have shown that the consumption levels of infants and toddlers are approximately one-third as high as the average individual's level, and those of children between 5 and 9 are approximately half as high. The consumption level of adolescents is four-fifths as high as the average, but the level for boys aged 15 to 17 is higher than the per capita level. Incidentally, it is even higher for girls, chiefly because of clothing expenses.

This gives parents and teachers something to think about. It is bad enough that some fathers unhesitatingly shell out large sums to buy their eighth-graders stereo sets, motorcycles and jeans. But it is even worse that this engenders parasitical attitudes in some young people. Our industry should also take a close look at the consumption figures for young men and women. This consumer group also needs fashionable, elegant and, primarily, inexpensive things, so that we will not be put in the hopeless position of having to buy our teenagers 100-ruble winter boots, which will hurt the family budget less than it will hurt the morals of our growing but not yet fully grown children.

To ensure expanded reproduction, each person should produce enough during his working career to more than cover the full cost of his consumption. Our studies have shown that the average worker employed in physical production in the Latvian SSR produces approximately three times as much national income as he consumes. The excess of production over consumption reaches its peak between the ages of 30 and 39--that is, at the same time that the productivity and consumption peaks are reached. But even a young worker, aged 16 to 19, or a person of early retirement age employed in physical production annually produces national income considerably in excess of the amount he consumes.

This is as it should be. After all, funds are needed to pay for the labor of specialists in the non-production sphere, without whom no society can get along; people whose health prevents them from working must be supported; funds must be collected for future generations, and so forth. The more material goods we produce, the more opportunity we will have for the continued development of our country, the more complete spiritual development of the individual, and the growth of our public consumption funds, which are used to improve the living conditions and preserve the health of working people and to finance education, social security and culture.

The 26th CPSU Congress set forth a broad program of measures to improve demographic policy. This is indissolubly connected with our economic program. Latvian scientists also recognize their responsibility to heighten the "reciprocal impact" of demographics and economics.

8588
CSO: 1828/115

AUTOMATION, MECHANIZATION LAGGING IN GEORGIA

Tbilisi KOMUNISTI in Georgian 26 Apr 81 p 1

[Editorial: "Clear the Way for Mechanization and Automation!"]

[Text] In the CPSU CC's accountability report to the 26th CPSU Congress, Comrade L. I. Brezhnev noted that "intensification of the economy, enhancing its effectiveness, if this formula is translated into the language of practical affairs, means primarily that production must grow more rapidly than the cost of production, that we must achieve more as a result of putting relatively less resources into production. This is the task that must be served by planning and by scientific-technical and structural policies."

Indeed, it is a matter of the end result, the factor without which production activity has no purpose--it is a matter of both material and labor resources. In order to achieve our goal with less resources, we must take the tried and true path--a steady rise in labor productivity.

"It is time to do away with the practice of planning labor productivity on the basis of the level already achieved, without the appropriate calculations and substantiation," said Comrade E. A. Shevardnadze at the republic's party aktiv. "We must achieve higher labor productivity through better scientific organization of labor. Substantial reserves in this are to be found in automation and mechanization, maximum reduction of manual labor in overall production."

This matter was much discussed at the 26th GCP Congress, with special emphasis on the fact that mechanization and automation of production processes is an all-out task of the 11th Five-Year Plan. Much was done in this regard during the 10th Five-Year Plan. Compared with the final year of the Ninth Five-Year Plan the number of production lines rose by 44 percent, mechanized production lines by 49 percent, and automated lines by 17 percent. The republic now has 703 integrated-mechanized and 42 automated shops in operation.

Officials and party organizations of enterprises that have made the introduction of modern scientific and technical advances the law have achieved excellent results. One such is Gruzgornokhimprom. For achieving the best technical-economic indicators last year and in the 10th Five-Year Plan as a whole, this organization was awarded the Challenge Red Banner of the CPSU CC, the USSR Council of Ministers, the AUCCTU, and the Komsomol CC. The outfit's collective was entered on the Board of Honor of the VDNKh.

The association achieved this fine success by a record growth in labor productivity and production volume. In the 10th Five-Year Plan labor productivity rose by 44 percent, volume by 54 percent. These figures would have been impossible without production mechanization and automation. The association's management solves all problems of adopting new technical advances in close creative contact with 30 scientific-research institutes of the USSR. This is why Gruzgornokhimprom's enterprises are among the most thoroughly mechanized and automated in the country's chemical industry.

Unfortunately, many industrial enterprises cannot boast of such achievements, as the overall state of affairs shows. In terms of the republic's basic production, only 6.5 percent of the enterprises are integrated-mechanized, 0.9 percent are automated, and 0.7 percent are integrated-automated. Regrettably, the level of manual labor in the coal industry, machine building and metal working, light industry, and the food industry is substantially higher than all-union averages.

In the matter of enterprise mechanization and automation we have one particular defect which hampers progress--namely, the disparity between mechanization in the basic operations, on the one hand, and in transport-hoisting and warehousing operations, on the other. Most of our enterprises, plants, and combines have mechanized and automated their manufacturing cycles, yet the transporting of raw materials and finished products is handled manually. The reason for this is that enterprise remodeling projects are incomplete and frequently omit the renovation of auxiliary operations. It is clearly necessary for obkoms, gorkoms, and raykoms to consult specifically with experts on remodeling plans for enterprises in their jurisdiction in order to correct this oversight. We must take the integrated approach to matters of mechanization and automation--otherwise any one lagging sector can impede the facility's overall development, create a disproportion, and make it difficult to overcome our present lag behind all-union average levels. In short, we must institute strict party control over the adoption of the latest scientific and technical advances in our enterprises.

As is well known, the GCP CC, the GSSR Council of Ministers, and the republic's Trade Union Council adopted a joint decree "Further Reducing Manual Labor in the GSSR National Economy." This document was the basis for the creation of a coordinating council to head up the formulation of an integrated special-purpose program of efforts to mechanize manual labor in the republic's economy during the 11th Five-Year Plan.

The program calls for more than 1300 measures to mechanize manual labor. As a result, the number of workers operating automatic machines, automated units, and similar apparatus will increase by 42 percent in the current five-year plan. In the period, 32,000 persons will be transferred to mechanized labor in industry, construction, and the nonproductive sphere, and all-round mechanization of manual labor will provisionally enable us to release more than 104,000 persons. As a result of production process mechanization and automation measures, industrial labor productivity should rise by 10 to 12 percent in 1981-1985.

We must put all our energy and skill into implementing the special-purpose program to replace manual labor with mechanization. All of the republic's party organs must see that one of their main socio-economic tasks is to improve working conditions--this raises the level of mechanization in industry, construction, agriculture, and other sectors. But we must keep in mind that we can resolve the problem of raising labor productivity only through the adoption of scientific and technical advances. Party organizations must spell out a complex of organizational measures which will enable us to guide these efforts correctly and ensure constant monitoring of unconditional implementation of the integrated programs. In this way we can significantly speed up the implementation of the decisions of the 26th CPSU Congress and the 30th KP Congress and hasten the accomplishment of the main task of the 11th Five-Year Plan--improvement of the people's well-being, further enhancement of the republic's economy, consolidation of the position of [illegible].

[illegible]
CSO: 1812/079

TEACHING—RESEARCH—PRODUCTION COMPLEX SUPPORTED

Novosibirsk EKONOMIKA I ORGANIZATSIYA PROMYSHLENNOGO PROIZVODSTVA in Russian No 1, Jan 86 pp [illegible]

[Article by [illegible], USSR minister of higher and secondary specialized education: "The Principal Strategy for Improving Higher Education"]

[Text] The heightened attention shown by the journal [illegible] and its readers to the problems of secondary and professional education, including higher education, is quite natural. Higher education, it has been stated in the decree of the CPSU Central Committee and USSR Council of Ministers entitled "On Further Development of Higher Education and Improvement of the Quality of the Training of Specialists," is having a growing impact on the direction of [illegible] scientific-technical progress and the further growth of society's cultural and intellectual [illegible]. It is having a stronger impact on development of the principal productive force—the working people—and on the country's economic system as a whole. During the [illegible] achievements of higher education, the party and government have at the same time pointed out essential shortcomings.

The training of specialists is by and large meeting the country's requirements in quantitative terms. In the 12th Five-Year Plan principal attention will be concentrated on a higher degree of improving the quality. This is a very complicated and [illegible] task. So far the very criteria of quality have not yet been defined straightforwardly enough. Discussions are being conducted as to the relationship between the theoretical and practical aspects of training, proposals are being expressed as to the benefit of strengthening one of them at the expense of the other, and very various arguments are being presented for and against.

Increasing the weight of fundamental sciences in the theoretical and professional training of specialists with a broad background comprises an inevitable principle for development of Soviet higher education. More than that, in the conditions of the scientific-technical revolution every specialist is supposed not only to be able to understand scientific and technical advances, but also to be an active participant in producing or "manufacturing" them. That is why our higher education has no right to restrict its task to training "good operatives." It must more [illegible] [illegible] an interest and talent for experimental activity and develop every student's abilities for research work and scientific and technical creativity.

As rightly noted by many scientists and those from production who have written to the journal, the shortcomings in the practical training of young specialists are being felt acutely. Often their knowledge is of the formal kind, and it has not been reinforced with the appropriate habits and skills. Accordingly many graduates of higher educational institutions are far more willing to go to work on administrative staffs, in laboratories and in various offices than right in the shops, in production.

The decree of the party and government we have mentioned points up the need to ensure in the training of specialists the optimum combination of theoretical knowledge with the ability to solve practical problems, and it also defines the principal strategy: further expansion of relations between higher educational institutions and the respective sectors and industries of the economy and scientific research organizations. These principles have been concretely stated in the order of V. P. Yelyutin, USSR minister of higher and secondary specialized education, dated 10 July 1979 and in early 1980 at the All-Union Conference of Officials of Higher Educational Institutions. In general the tasks are clear, but there are still a number of unresolved questions.

The level of theoretical training of students cannot be raised by the traditional extensive method--by a further increase in the number of class hours. Today students and teachers are so burdened with classwork that they have very little time left for research and production work. At the same time this situation is adversely affecting the quality of the knowledge they acquire. There is a need, then, to achieve a rise in the level of the theoretical training of students along with a substantial reduction of the amount of compulsory lecture classes and a corresponding reduction in the standard load on professors and instructors, that is, by increasing the efficiency of the teaching and learning process.

The way to solving the problem is to intensify teaching processes. Abundant experience in this regard has already been acquired at the present time. For example, at Novosibirsk State University, especially in its special school for retraining personnel in promising new fields of science (see the selection of articles entitled "The Specialist and the Times," EKO, No 5, 1979), active methods of learning are being used effectively, including business games, and electronic computers are being widely introduced into teaching processes.

The program carried out at Novosibirsk Medical Institute under the supervision of Professor [illegible] is also of considerable interest. Algorithmized instruction is in general a more progressive method that makes it possible to substantially improve the qualitative results along with a substantial saving on the amount of time consumed by students and teachers. But it needs to be combined with other methods that develop creative theoretical thought, above all by involving students directly in serious scientific research and efforts aimed at production innovations and inventions from the very first years of their studies.

Intensification of efficient teaching processes will make it possible to make the transition to a qualitatively new method of training specialists whose essence consists of close integration of teaching, scientific research and production activity. The most suitable form for this would be teaching--research--production complexes, which have already come into being in Taganrog, Tomsk and other cities of the country on the basis of cooperation between VUZ's and scientific research institutions and enterprises. It would seem that this is the most effective way of solving the problems that have come to a head in higher education as well as performing the task of training specialists on a large scale who would combine the ability to accurately perform day-to-day "routine" professional duties with constant theoretical exploration.

But this up-to-date model of the higher educational institution is not in line with the organizational and economic, managerial and legal infrastructure, which is seriously holding back its full practical realization and discovery of its potential virtues and advantages.

Directors of teaching--research--production complexes need to be granted considerable additional "degrees of freedom" related to broader independence in defining the content of the teaching process and to choosing the lines of scientific research and production and economic activity.

Within these complexes there should be a sharp growth in the role of departments as the principal entity in the higher educational institution, that which determines the content and unity of the processes of teaching, research and training. At the same time the function of the centralizing principle represented by planning agencies and ministries is not diminishing, but is growing, and is moving on to solve the largest strategic problems in management of higher education.

Finally, there is much in this model which requires more precise and specific statement. It is obviously impossible to resolve all these questions in purely theoretical terms. It would seem that in the major centers of Siberia there are favorable conditions for development and experimental testing of an up-to-date model of the higher educational institution on the basis of creative cooperation among the higher educational institution, the production enterprise and scientific research institutes.

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7063
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SCIENTIFIC POTENTIAL OF TURKMEN HIGHER EDUCATION ASSESSED

Ashkhabad TURKMENSKAYA ISKRA in Russian 5 Jun 81 p 3

[Report by A. I. Krivakain, TuSSR first deputy minister of higher and secondary specialized education, on status of VUZ science: "Science in the VUZ"]

> [Text] An out-of-town meeting of the Presidium of the USSR Ministry of Higher and Secondary Specialized Education's Technological Council began on 3 June in Ashkhabad. Our correspondent, L. Shlyapnikova, asked TuSSR First Deputy Minister of Higher and Secondary Specialized Education A. I. Krivakain to discuss the purpose and significance of this meeting and the status of VUZ science in the republic.

As you know, the development of science in VUZ's has recently been a matter of great concern. When General Secretary L. I. Brezhnev of the party Central Committee spoke at the 26th CPSU Congress, he called for the fuller use of the scientific potential of VUZ's, where almost half of all our doctors and candidates of sciences are concentrated. Incidentally, this concentration of scientific personnel is also characteristic of our republic VUZ's, where more than 40 doctors and around 850 candidates of sciences work.

The Presidium of the Technological Council of USSR Minvuz [Ministry of Higher and Secondary Specialized Education], the members of which are union republic deputy ministers of higher and secondary specialized education, experts in scientific matters, personnel of USSR Minvuz and leading academics from the nation's system of higher education, often holds its annual meeting out of town. The meetings are held to discuss accomplishments, new forms of scientific research organization in VUZ's, problems in the fuller use of the scientific potential of higher education and ways of improving the quality of specialist training, to plan ways of improving VUZ scientific work and the coordination of activities by VUZ collectives in the attainment of important national economic objectives, and to strengthen VUZ cooperation with academy and sectorial scientific establishments and the production sphere.

At this meeting we will discuss the results of the scientific research activity of VUZ's in the USSR Minvuz system during the years of the 10th Five-Year Plan and map out our strategy for the further improvement of this activity in line with the decisions of the 26th CPSU Congress. The heads of research administrations of union republic ministries of higher and secondary specialized education and prominent academics and science organizers of the Turkmen SSR have been invited to attend the meeting.

The decision to hold the meeting in Turkmenistan was made with consideration for the definite success of our VUZ's in the development and organization of research projects. Our achievements in some areas of VUZ research have won unionwide recognition. For example, our ministry has been appointed the organization in charge of the "Solar Energy Technology Project." Now we must coordinate the work of all VUZ's in the nation in this research field.

It is a fact that we have done much in recent years to heighten the efficiency and improve the quality of research work in VUZ's. We have done much to develop comprehensive research and to put an end to the practice of researching topics of little importance. This is attested to in particular by the reduction of the number of topics in VUZ plans to 145, as opposed to 257 in 1977. We have heightened the efficiency and increased the number of contracted projects. Whereas 3 years ago our contracted projects were worth a total of 296,000 rubles, today's figure is more than twice as high. The economic gain resulting from completed projects rose to 1 million rubles last year, as opposed to 50,000 in 1978.

The improvement of the quality of work is attested to by the results of the scientific investigations of our academics. Here are three telling examples. All three projects are now in the incorporation stage. The heat recovery unit developed under the supervision of Candidate of Technical Sciences A. Ch. Charyyev at the Turkmen State University is intended for the use of heat emitted by flue gases. The use of this unit at the Maryyskaya GRES in just a single boiler will produce an economic gain of 150,000 rubles a year. The second project, also conducted at the Turkmen State University, is a solar collector and cooling unit, which will use solar energy for the air conditioning of residential buildings and production facilities. The third is a unit for the automatic regulation of capacitors, which will keep the electric power consumption of industrial enterprises at the optimum level. The use of this unit in the Chardzhou Locomotive Depot has already saved 35,000 rubles in a year. If it is installed in all republic enterprises, it should save around 3 million rubles a year. This unit was designed by a group of scientists at the polytechnical institute. Incidentally, it was exhibited this year at the USSR Exhibit of National Economic Achievements, where it won a second-class certificate.

The creation of problem laboratories can help to improve the organization of research work in VUZ's. One such lab--on solid state physics--is operating at the university. We are now thinking of opening another two labs in the polytechnical institute: on semiconductor physics and semiconductor instruments, and on the modeling of lithospheric processes. We have begun to establish sectorial laboratories, which work directly for specific branches and are financed by them. A sectorial lab on the conservation and efficient use of electrical power has begun work. It is funded by the Turkmen SSR Main Administration for Power Engineering. A similar lab is to be opened in the university for the study of regenerative energy resources.

Stronger contacts with scientists in academy and sectorial research institutes have played an important role. Republic VUZ's have concluded around 30 agreements on cooperation. For example, the university is working with the Solntse Scientific Production Association of the Turkmen SSR Academy of Sciences, the Institute of the National Economy is working with the economic research institute of the Turkmen SSR Gosplan Computer Center, and the polytechnical institute is working with the Physico-Technical Institute of the Turkmen SSR Academy of Sciences.

More students in republic VUZ's are taking part in research projects. To a considerable degree, this has been promoted by the offer of a special course in research work by students. At present 11,000 students are taking part in scientific investigations. Student scientific associations are acquiring more prestige: the student design bureau in the university and the student project planning and design bureau in the polytechnical institute. A student economic bureau is being established in the Institute of the National Economy.

We hope that the choice of Turkmenistan as the location for the annual meeting of the Presidium of the Technological Council of USSR Minvuz will encourage the personnel of our republic's higher educational system to use the scientific potential of VUZ's more effectively.

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MEDICAL ACADEMY OFFICIAL SUPPORTS NAUMOV

Novosibirsk EKONOMIKA I ORGANIZATSIYA PROMYSHLENNOGO PROIZVODSTVA in Russian No 5, May 81 pp 99-103

[Article by Yu. I. Borodin, member of the USSR Academy of Medical Sciences and president of the Siberian Department of the USSR Academy of Medical Sciences, Novosibirsk: "Quality of Education Is the Country's Future"]

[Text] The work of the department headed by Professor L. B. Naumov went on in front of my eyes during the 10 years that I was prorector and then rector of the Novosibirsk Medical Institute; many problems were raised, discussed, solved and popularized, and some of them have been treated in the article under discussion. Soviet higher education is training specialists of a high caliber. Nevertheless, our society of the future needs personnel with better training than yesterday and today, and the training of specialists for the rapidly progressing national economy of the country should be a pacemaker in its rate of growth and level. Consequently, there is no problem in the present stage as to the evolutionary or revolutionary strategy of developing all levels of vocational and professional education, including higher education. The problem lies elsewhere: First, what sort of revolutionary steps will be the most effective in improving vocational and professional education, which is to say which should have priority; and second, what is the most sensible way of combining the traditional and new methods of training people?

The importance of L. B. Naumov's article, which is under discussion, is that it contains not merely the expected hypotheses and declarations, but specific proposals that are based on developments which have already been worked out and tried experimentally.

There is no reason to be surprised that the responses of readers, which in general share the author's positions, also contain criticism. After all, this is a concrete approach to a problem of state importance, a large-scale problem that has far-reaching social implications. Possibly other investigators of this problem might propose different directions, principles and methods of solving it. What is important is the general tendency. And that is constructive and promising.

The principal virtue of the article under discussion is the orientation toward intensification of the professional and vocational training of personnel.

The problem of evolution or revolution in education is not a play on words. It is a choice of strategy. But to realize this strategy we first need to rethink certain conceptions.

There is a substantial discrepancy between the overall assessment of the quality of vocational and professional education as seen by the graduates themselves and instructors from the vocational and technical schools to the VUZ, on the one hand, and as seen by the state. Whereas on the whole the graduates and their teachers are satisfied with the quality of training, enterprises in various departments and fields in which these graduates begin their careers usually do not share that satisfaction. The responses of EKO readers also confirm this unanimously.

The series of decrees of the CPSU Central Committee and USSR Council of Ministers on improving quality of performance of our education, especially vocational and higher education, indicates the need for essential improvement of the quality of training of specialists on a nationwide scale. Consequently, it is a most important conceptual task to make the transition in the self-assessment of the students and teachers of the vocational and professional (especially higher) educational institutions from satisfaction with what has been attained to a firm understanding of the unsatisfactoriness of the present quality of training of specialists. It is well known that dissatisfaction with what has been achieved is a strong driving force for progress in any field.

But what will motivate this large number of people, students and teachers, to change their position in evaluating the quality of training?

First, a higher goal of training that is more difficult to attain--not merely mastering the knowledge of the subject, but confident mastery of activity in the vocation or profession. Second, stricter and, most important, objective criteria as to attainment of the new goal. The new paradigm for vocational and professional education proposed in the article under discussion makes provision for these exceedingly important tasks under Points 1 and 2.

In selection of ways of performing these tasks preference should be given to the one which guarantees a given high level of training at the lowest cost, other things being equal. This is related to the fact that over the last decade there has been a substantial rise in the cost of education for the state because expensive teaching equipment and computers are being used, because of extensive construction of educational institutions, student dormitories, and so on.

Not infrequently ideas are still being advanced which are sensible in principle and are capable of improving the quality of people's training, but which do not sufficiently take into account society's capability of carrying them out. This applies to all the alternatives for solving the problem that call for commitment of additional resources. For example, proposals for reducing the number of students in the group by expanding teaching staffs or by increasing the number of class hours are popular. It is well known that the best results can be achieved in the relation of one student to one teacher. This idea will not be carried out not only for economic reasons, but even for demographic reasons. The only way open is to intensify learning.

The problem breaks down into two large lines of effort:

i. developing, testing and practical application of methods and means of intensifying learning which can be widely used even in the very near future;

ii. long-range research to develop optimum forms and methods of using computers for vocational and professional learning at all levels.

Successful performance of the first of these tasks in a short period of time has not only utilitarian importance and importance in the field of methods, but also solid political importance. As a matter of fact, regular vocational and professional education with its millions of students is only the visible tip of the iceberg above the water. The main part, which is beneath the water, consists of the tens of millions of people receiving education by correspondence, all types of self-education and improvement of qualifications in the vocational profession already acquired. But by no means all of them have favorable circumstances, most of them are burdened with family concerns. The traditional forms of correspondence and independent education involve sizable difficulties which by no means all are able to overcome.

They can be helped in this by effective textbooks for independent study and teaching-methods material based on new pedagogic principles. Programmed instruction, as specifically demonstrated by the experience of the Novosibirsk Medical Institute, is highly promising. We should emphasize that we not only have not exhausted the capabilities of programmed instruction of knowledge, but we have not really studied them in the context of vocational and professional training. Moreover, almost all the hopes for programmed instruction involve equipment. There has been absolutely no study of such a promising direction as programmed textbooks or programmed teaching aids by themselves or with teaching algorithms. But it is these methods that could sharply increase the quality of vocational and professional training in the very near future while scientific research is being done on the possibilities for large-scale use of computers in vocational and professional education.

That is why it is altogether justified to include Points 3, 5 and 6 in the new paradigm. Moreover, these directions need to develop at an accelerated pace.

The most complicated aspect of the problem under consideration is the retraining of teachers trained in the context of traditional teaching ideas, forms and methods and procedures. The retraining of this tremendous body of teachers is as important as it is complicated, especially from the psychological standpoint. The principal barrier is mental inertia. Let us imagine for a minute that mathematicians whose outlook was shaped on the basis of Euclidean geometry have suddenly and in a short period of time been compelled not only to master Lobachevskiy's geometry, but also to teach this subject which they previously did not know and was unfamiliar to them, though both are geometries. After all, it is a reordering of the teacher's thinking that is involved.

It is difficult in this area to overestimate the importance of the system for improvement of the qualifications of teachers. But the present procedure and periods of time for retraining (once every 5 years or so) is a method that is not sufficiently fast or effective. That is why the most sensible and soundest solution is to write fundamentally new textbooks. If the teachers are confronted by the need to teach students out of new textbooks, this will naturally force them themselves to perfect their mastery of the new material to be taught, even if it is represented in a form that is unfamiliar to them. Of course, the teachers should be given every kind of help in this effort in the form of various recommendations and developments as to methods, and so on.

There is also a need for bolder experimentation to try out--first on a local scale and then on a broader scale--the most effective methods of teaching students and specialists. The head VUZ's of ministries and departments have a particular responsibility and high mission as pioneers in this area. The established curricula and syllabi need to be respected, in general the indicated relationships as to time and staff are to be observed, but the content and especially the forms of instruction must undergo constant change and variation and must unfailingly be tested in the search for the optimum alternatives.

Pedagogues specializing in vocational and professional education, people of like mind brought together (and this is extremely desirable) by some common methods center, maintaining communications over the entire effort, should develop new directions for the most effective training of personnel. Taking into account Siberia's ever greater importance in developing the country's productive forces, the concentration of major scientific and pedagogic potential here, Siberia's actual attainments in optimizing vocational and professional education and the presence of three academy departments (the Siberian Department of the USSR Academy of Sciences, the Siberian Department of the All-Union Academy for Agricultural Science imeni Lenin, and the Siberian Department of the USSR Academy of Medical Sciences), I cannot but agree with Professor L. B. Naumov that setting up such a center, say in Novosibirsk, would be promising and economically advantageous.

I can say in conclusion that the Siberian Department of the USSR Academy of Medical Sciences has been set very complicated tasks, among which the main one is a substantial rise in the quality and efficiency of medical service to the population of Siberia. The set of problems elaborating this direction, aside from their specifically scientific aspects, also call for more effective training of physicians and secondary medical personnel. In performing this task the Siberian Department of the USSR Academy of Medical Sciences will use all the new principles, methods and means of instructing people which we have tested and will also expand the horizon of scientific exploration in this most important direction.

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